



Investigating the Impact of Talent Management Practices on Employee Turnover Intention in E-Commerce Sector of Pakistan

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Abstract

The aim of this study is to determine the effect of the practices that affect employee turnover intention of employees working in E-Commerce sector. The research is quantitative in nature, and the questionnaire is adopted from existing literature. Self-administered survey was conducted to collect primary data. Correlation and multiple regression were used to examine the relationship among variables. Findings of the research revealed that there is a significant positive relationship among the variables also few have insignificant relationship. Moreover, formal selection procedure, training & development, and succession planning are important and limitedly selected to analyze the impact over Employee turnover intention. This thesis research study attempted to identify the gap and deliver a better understanding of that how and to what extent TM practices impact employee turnover intention of employees. There are many studies been conducted on this topic worldwide, however in E-commerce and in Pakistan context are few and yet no empirical data found published in Pakistan. The findings of this research provide policies for managers and HR practitioners to help them to introduce TM practices or how to reduce the increasing number of turnover of employees.

Keywords: Talent Management Practices, Employee Motivation, Employee Turnover

1. Introduction

1.1. Background of the Study

Integration of e-commerce technology is changing the process work tasks are carried out and they have crucial insinuations for the procedure firms control and have authorities to handle the HR department duties. Nowadays it is obvious that generally young generation admiring the ecommerce initiatives because such plans provide them the satisfying salary and best living standard which they want, however acquiring the best candidates in those strategic implementations is seems as a challenge yet. It is about closing gaps either is it in employees, heads or areas, also making opportunities for individuals to discuss regarding "what-if" situations.

Talent seems as important element for the enterprises. Company's heads and CEOs feel that a company unusually dealing with the issue of talent limitations instead of financial limitations on daily basis (KEHINDE, 2012). According to a study, the cost of losing an employee remains between 1 to 2.5 times the employee's salaries. If staff leaves the by choice, it would be counted as great disadvantage for the company because not to invest finance also will need to think about schedule/time management to choose an individual and then give learning opportunities to upcoming ones. To keep employees within firm would require face-to-face interaction and an opportunity provider atmosphere environment within the business.

According to Llamas (2018), it is necessary to have a planned TM because it motivates the firms to maintain people satisfied that can develop more chances for not leaving the duties and firms.

For that reason it is necessary for companies to put the finger on talented individuals, in order to develop talent, improve the strength also continue job, acquiring and improving importance made by them within a company. By implementing in place an organized TM procedure, companies can guarantee they are engaging key members of staff and investing in their personal development to develop the organization as well as the employee's capabilities as an individual. Therefore that is minutely based on research aim to analytically analyze the impactions of TM activities over turnover intention came across within businesses somehow similar with e-commerce industry too.

1.2. Problem Statement

In emerging markets, the e-commerce has been growing exponentially and hence HR in these organizations has a major role to play to sustain their long-term growth. HR in the e-commerce sector is well defined in terms of agility, quirkiness and thinking out of the box when it comes to training, hiring, motivation, retention, rewards and recognition policies.

Multiple academics and researchers took evaluation over TM, also (Auranzeb, N, & Bhutto, A., 2016) study on the influence of talent management in enhancing organization performance using a case study of service industries firms in Pakistan. The thesis revealed the role of TM in improving organizational productivity and developing plans for employee attraction, retention, training, improving, & development and career development. (Guthridge, 2008), argued that human resource strategies are essential element in terms of defining and maintaining a pool of talent in the organization. The findings indicate that talent management practices, organization performance was found to have significant effect on employee retention. Also, talent management sometime raises employee turnover and reduces the organizational efficiency in telecommunication sector. (Bibi, 2018) Studied talent management practices in healthcare sector while (Kontoghiorghes, 2016) role of talent management in improving organizational efficiency and influence on motivation and commitment. These studies revealed crucially right and truth influence of TM activities. For instance: hiring, developmental and growth sessions, for increment of confidence, benefits and remuneration for maintenance of individual activity and its talent.

Though this research have not come to investigate either that overall relation between them have some worth and trueness for businesses in e-commerce sector also specifically within the Pakistani field. Hence, the thesis searches to complete the current decencies in writings through coming up with verifiable information and data on influences of TM practices over workers turnover intention within ecommerce sector of Pakistan. In addition to this, another aim is to examine how these three variables are interrelated in support to various organizations in the e-commerce sector of Pakistan.

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1.3. Research Questions

Below are written questions for an appropriate purpose to conduct this study:

1. To what extent do formal selection procedure impact employee turnover intention in e-commerce sector of Pakistan?
2. To what extent do training & development impact employee turnover intention in e-commerce sector of Pakistan?
3. To what extent do succession planning impact employee turnover intention in e-commerce sector of Pakistan?
4. To what extent do employee motivation influence the relationship of TM practices & employee turnover intention?

1.4. Aim of the Study

This research complete specific current deficiencies in writings through coming up with verifiable information and data over influences of TM practices over workers turnover intention within e-commerce sector of Pakistan. Moreover, to examine and investigate how these three variables are interrelated in support to numerous E-commerce organizations.

1.5. Significance of the Study

The e-commerce area in Pakistan also a broad South Asian area will come across that thesis research pertinent to tell their TM plans to improved retention. The findings would be resourceful in providing viable information to a number of stakeholders including HR managers in e-commerce firms, academicians, researchers, industry specialist and also scholars on various concepts related to TM as empirical source. Before adopting and implementing, understanding the different TM practices are important as would be revealed by this study. The turnover intention is increasing, and it is a major concern of the HR since it is time consuming and costly. That would be expected by evidences of this thesis research and results, CEO/heads/executives among e-commerce sectors would acquire to know further about TM plans practically.

1.6. Definition of Terms

- Talent Management (TM): Refers the human capital management
- Turnover Intention: Employees leave their positions either voluntary or involuntary
- Formal Selection Procedure: Choosing the employees with the certain criteria
- Succession Planning: Identifying employees in order to takeover an position
- Training and Development: Providing facility in both soft & hard skills learning and groom the employees for the future
- Employee Motivation: Amount of Innovation that employee bring to organization with full satisfaction
- E-commerce: Commerce conducted electronically (as on the internet)
- Human Resource (HR): The number of people who make up the workforce of an organization

2. Literature Review

2.1. Introduction

E-commerce has come out as a life-changing supporter in the Information Technology domain. The term E-Commerce has spread out in the globe and get involved in online business and enterprises. The 6th most famous country worldwide is Pakistan, around 220 million people work in E-commerce industry with exceptional success and growth. Still more are entering in this sector as more people are making robust forays in the E-commerce sector. E-commerce sector works 24x7 and daily 365 days in Pakistan which is obvious the workers are on the job round the clock. Here HR department need to be aware during every circumstances. It is therefore necessary for companies to identify talented individuals, to grow that talent, re-develop the strength also maintain/improvement of duties, in the last, maximizing worth given by them to business.

2.2. Underpinning and Supporting Theories / Models

2.2.1. Talent management practices

The concept of talent management (TM) originated during World War II (Peter, 2008). In the current century it is turning into the super expanding master plan that usually applied almost within entire companies in the globe. Main aim for TM growth for further future methods hiring, choosing, maintain, and workforce establishment into account of companies objectives to face, also to fulfil fundamental requirements of companies. (Bhatnagar, 2007).

The entrepreneurial type is giving talents opportunities to prove themselves. Formal Selection can be done by preparing a list of candidates for interview, if there is a long list then It would be reduced through screening, call for references according the education, experience, skills, abilities, aptitudes and motivation level, at last interview that appropriate candidate with these references (Bolander, P, Werr, A & Asplund, K, 2017).

The TM implications helps the workforce to minimize intention of resigning the jobs. (Theron, M., Barkhuizen, E.N., & Du Plessis, Y. , 2014).

2.2.2. Formal selection procedure.

HRM's imperative element is selection as of various business associations also sectors. That is a term that alludes to the way toward analyzing and picking candidates for a job. With a proper formal method of selection, its actual purpose into e-sectors to acquire talented individuals who would persuade the goals of enterprises within low finances (Oehley, A. M., & Theron, C. C, 2010). Developing opportunities center and then acquire appropriate person (Gamage, 2014)

2.2.3. Training & development.

The learning sessions for growth of workers gives a chance to enlarge information and capacities that upgrades progressively effective participation at the working environment along these lines accomplishing individual advancement and improving work execution (Aswathappa, 2008).

The training of employees gives a chance to extend information and capacities that upgrades progressively proficient participation at the working environment hence accomplishing individual advancement and improving work execution.

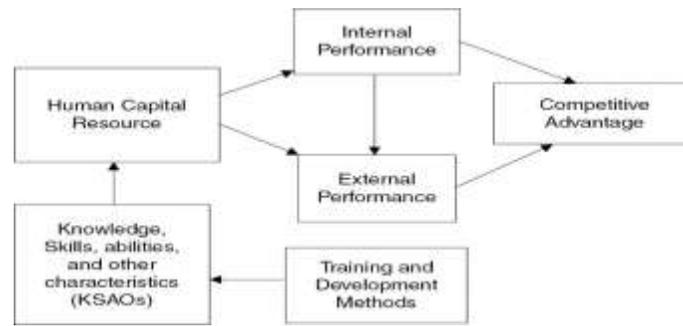


Figure 1: Workplace Learning from Other Lenses. In The Cambridge Handbook of Workplace Training and Employee Development (Brown, 2017)

2.2.4. Succession planning

The deliberate procedure of deciding basic jobs inside the organization, distinguishing and evaluating potential ones and furnishing fitting abilities and providing valuable memories of existing/upcoming jobs. Succession Planning is an essential segment of an organization's push to improve quality, address worldwide challenges, social change and consolidate innovation propels.

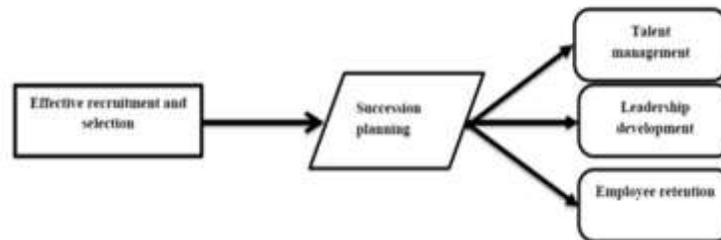


Figure 2: Methods of TM within companies (Alvesson M, & Karreman D, 2007)

2.2.5. Employee turnover intention

Academicians analyzed also concluded with recognized height of TM implications usually get maximized, then it is experienced workforce resignations minimizes (Oehley, A. M., & Theron, C. C, 2010); (Plessis, 2010); (Sonnenberg, 2011). Companies are really concerned regarding the workforce leaving intentions, according to their perception capable workers are wellspring as (upper hand). TM usually examined like a great embraced individual asset activity for handling ability resignation/leaving concerns of workforce. According to (Tiwari, 2013), who examined the formulations and plans of TM also influence on workforce maintenance and the result of its implementations. Turnover is defined as the “individual movement across the membership boundary of an organization” (Price, 2001).

2.2.6. Employee Motivation

Motivation is the foremost necessary concern for every E-sector in Pakistan either public or a private sector. The significance of talent retention by utilizing the motivational aspects for personnel mentioned by (Bowen, 2011). He used Maslow’s criteria for motivation purpose where elements and attributes of motivation were of huge mandatory, also, these elements ultimately tracked to duty satisfaction which improves personnel continuation of job (Bowen, 2011).

2.3. Empirical Reviews

2.3.1. Formal selection process

Combined ways for choosing employee by going through few phases i.e. starting interviews, assessments, results according to assessment, and marks finally providing a designation to work minutely (Montan, 2002).

2.3.2. Training & development

Everyone know such sessions treats workers to be motivated and satisfied and remove the thought of leaving the firms. As it also increase its work, performance, and also to make it reach at high level within e-sectors anywhere in the world (Aswathappa, 2008)

2.3.3. Succession planning

Learning and succession planning approach in E-sectors of Pakistan considered as model also providing growth sessions that gets includes within the success of not only personal but also organizational benefits are included too.

Succession planning is a method for deciding significant degrees for workforce also its building up the reinforcement design about effective substitutions. It is all about pre planned initiative to be taken to never stop success within companies by making confirm entire designations are present there either due to any sudden case or formulated rustication occur of workers (Schmalzried, H., & Fallon, L. F, 2007). According to their nature they can't remain at one single spot for additional time or once in a while switch employment for a further better position to get.

2.4. Conclusion

The research aim to examine talent management practices that really have an impact on employee turnover intention or not by keeping this above literature of previous researchers in that same domain of research. It will further shed light on the existing gap with the influence of employee motivation. Furthermore, this groundwork also aims to focus on how employee turnover intention

used to get decreased according to the previous researches and also to understand the role of TM practices in this concept to that level in the scientific literature, specifically in the e-sectors of Karachi, Pakistan.

3. Conceptual Research Framework

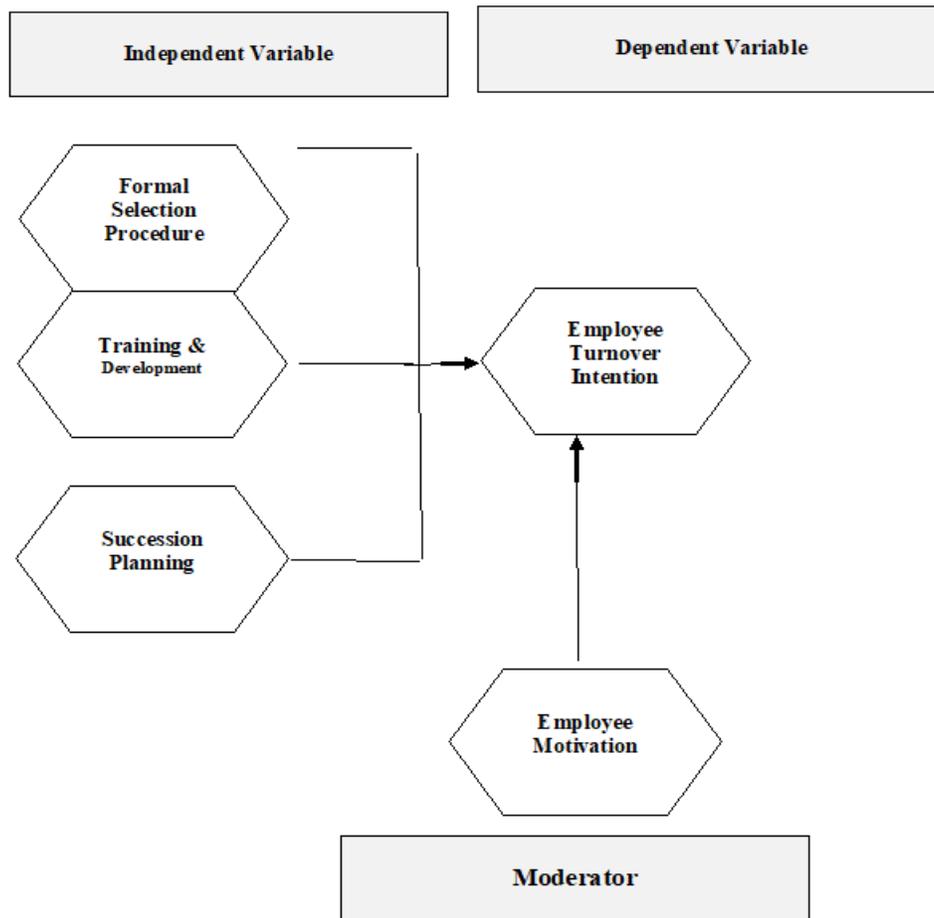


Figure 3: Conceptual Framework

The Conceptual Framework illustration signifies the talent management practices such as formal selection procedures, training and development, and succession planning as (independent variables) which has direct and indirect impact on the employee turnover intention (dependent variable) with what impact of employee motivation (moderator).

The study basically explains how these factors affect the employee turnover intention in e-commerce firms in Pakistan. The conceptual framework consists of certain theories of employee turnover intention and TM practices explained by various researchers.

3.1. Hypotheses of Research

The below important hypotheses have been established based on conceptual framework design:

- H₁:** There is an impact of formal selection procedure on employee turnover intention in e-commerce firms
- H₂:** There is an impact of training and development on employee turnover intention in e-commerce firms
- H₃:** There is an impact of succession planning on employee turnover intention in e-commerce firms
- H₄:** There is influence of employee motivation on TM practices & employee turnover intention in e-commerce firms

4. Research Methodology

4.1. Research Approach

The quantitative method is utilized in this research. The quantitative approach is dependent on numerical data for analyzing purpose of objective theories by identifying the empirical connection of dependent variable (employee turnover intention) with the independent variables (talent management practices) of the e-commerce firms in Karachi, Pakistan. Statistical applications are used to explore numerical data (Cresweel, 2014). This explanatory research design has helped in studying the research issue in a quantitative manner and evaluating the thesis in an appropriate method Moreover, the deductive approach has been used where the variables have been tested with each other to find out the cause and effect relationship by testing the proposed hypotheses.

4.2. Sampling Design

4.2.1. Target population

Workers who do job within Karachi, Pakistan's ecommerce organizations are the population of current research in order to test the impact of talent management practices of e-commerce firms on the turnover intentions of their employees.

4.2.2. Sample size

The convenience sampling has been used for sample selection. Raosoft software has been utilized for sample size with 95% confidence level and 5% margin of error, the recommended sample size is 377. Hence, the estimated response rate to be 85% around 450 anonymous survey questionnaires are to be circulated among employees.

4.2.3. Sampling technique

Convenience pattern has been handed down for making thesis idea. This pattern exist as a kind of non-probability method of collecting, people for sample would be chosen sample according to easy accessibility of them. This allows to reach the participants in those organizations that are easily accessible within Karachi.

4.3. Instrument of Data Collection

Survey forms as way of collecting results would be divided among employees of e-commerce firms in Karachi, Pakistan. The questionnaire will be designed based on the relevant research papers reviewed and the factors identified for each variable. The questionnaire has been designed into two sections where the first section has inquired about the demographics' info of the thesis joiners; while the second section included the statements about employee turnover intentions and talent management practices of the firms. There are around 18 statements designed to gather data for the above-mentioned variables that will be measured through the 5 Point Likert Scale where Strongly Disagree is 1 whereas Strongly Agree is 5. This questionnaire was given to the employees working in e-commerce firms in Karachi through the online platforms.

4.4. Measurement of scales

To gather the empirical information for entire method, this thesis managed an 18-item questionnaire for the evaluation of TM practices over Turnover Intentions. The form framework and conceptual design has been created into two sections where the first section has inquired about the demographics' info of the thesis joiners; while the second section included the explanations about employee turnover intentions and talent management practices of the firms with the help of above Literature that will be measured through the 5 Point Likert Scale where Strongly Disagree is 1 whereas Strongly Agree is 5. For items collection in the form assembled according to the three constructs to measure the Independent variable TM practices i.e. Formal Selection Procedure (4 items) acquired from (Cooper, 2003), Training and Development (4 items) acquired from (Grohmann, 2013), Succession Planning (4 items) acquired from (Charan, 2001), in the Dependent Variable Turnover Intentions (3 items) acquired from (Cammann, 1979), and in Moderator (3 items) acquired from (Quarterly, 2006). The entire written form's validity and its dimensions by professionals and supervisor of the thesis.

4.5. Measurement

The independent variable of the current research is talent management practices of e-commerce firms in Pakistan. This variable has been studied by using the following measures of talent management.

1. Formal Selection Procedures
2. Training and Development
3. Succession Planning

The data for the above-mentioned variables have been gathered from the employees of e-commerce organizations by conducting an online survey. The variables have been measured by utilizing the five rating likert measurement tool so that the employees can respond by agreeing or disagreeing with the given statements.

4.6. DV measurement

Similarly, the below mentioned one dependent variable of this research was also measured by using the same likert scale and collecting the data from a close-ended questionnaire survey from the employees of e-commerce firms operating in Pakistan.

1. Employee Turnover Intention

4.7. Moderator measurement

Similarly, the below mentioned one Moderator variable of this research was also measured by using the same likert scale and collecting the data from a close-ended questionnaire survey from the employees of e-commerce firms operating in Pakistan.

1. Employee Motivation

4.8. Controls

The controls that we have used in this research include the age of the employees, their gender, their experience level in the e-commerce sector as well as their income. These controls may have an impact on their turnover intentions hence been included within thesis.

4.9. Reliability & validity of instrument

The research is been evaluated below control of the management of area professionals whose approval would be taken for the equipment's reliability and its validity as which would be utilized also the conclusion of such experimental conduction. Moreover Cranach alpha would be utilized through pilot testing with help of SPSS software to strengthen focused thesis reliability.

4.10. Procedure of Data Collection

The primary data will be gathered with the help of structured questionnaire in the form of online survey or Google forms. Questionnaires would be forwarded to the employees working in e-commerce firms of Karachi through online platforms. The data

would be collected to assess the talent management practices in those firms and whether they are impacting the employee turnover intentions in those firms.

4.11. Statistical Technique

The data collected in this research has been analyzed by using the IBM SPSS software version 17. In order to present the data and responses of the research participants, Descriptive Statistics have been used. Moreover, for the purpose of testing the hypotheses, the Linear Regression Analysis has been conducted for each hypothesis. Findings and analysis of this study are created by summing up all the answers of the questions that were asked from the respondents. The data and info was explored with the help of descriptive and frequency analysis by utilizing mean & standard deviation score.

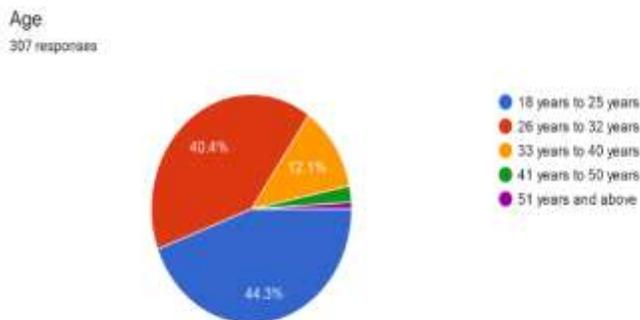
5. Results

The actual aim of this thesis research was to explore the impact of Talent Management Practices i.e. Formal Selection Procedure, Training & Development, and Succession Planning (Independent Variables) over Employee Turnover Intentions (Dependent Variable) in the E-commerce sector and how Employee Motivation (Moderator) have influence over connection between ID & DV. In this 4th chapter, the data, and responses which have been collected from the respondents have analyzed is explained i.e. respondents’ demographic data, then the preliminary analysis would be started; Descriptive Statistics, Reliability Analysis, Correlation Analysis and Regression Analysis of the Hypotheses of the research.

5.1. Descriptive Profile of the Data

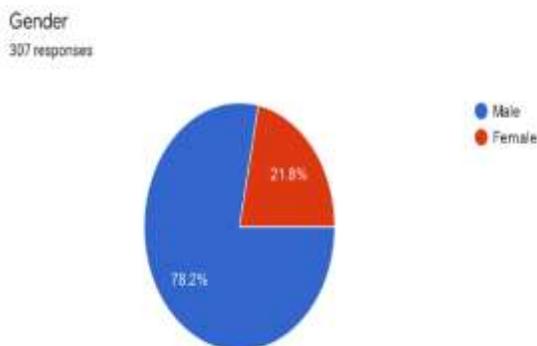
In which pertinent factors have been collected about respondents and have been named as Age, Gender, Experience Level, and Income Level of the personnel doing duty in the E-commerce industry of Pakistan.

Figure 4
Respondents’ Age



It can be seen from the above chart that 44.3% of the respondents of the current research belong to the age range of 18 years to 25 years; while, around 40.4% of the research respondents belong to 26 years to 32 years of age range, around 12.1% of the research respondents belong to 33 years to 40 years of age range. In addition to that, only 2.3% of the research respondents from the age of 41 years to 50 & 1% are from of 51 years and above.

Figure 5
Respondents’ Gender



It is obvious in the above chart that most of the research respondents are men i.e. around 78.2%; whereas, 21.8% respondents are female employees.

The chart 6 is illustrating that the 40% of the employees participating in the current research have 0 to 2 years of the experience. Moreover, more than 23.8% of the respondents have 2 to 4 years of work experience; whereas, around 10.7% employees have 4 years to 6 years of work experience. Lastly, which is 2nd highest 24.8% of the respondents have above 6 years of experience.

Figure 6
Respondents' Experience Level

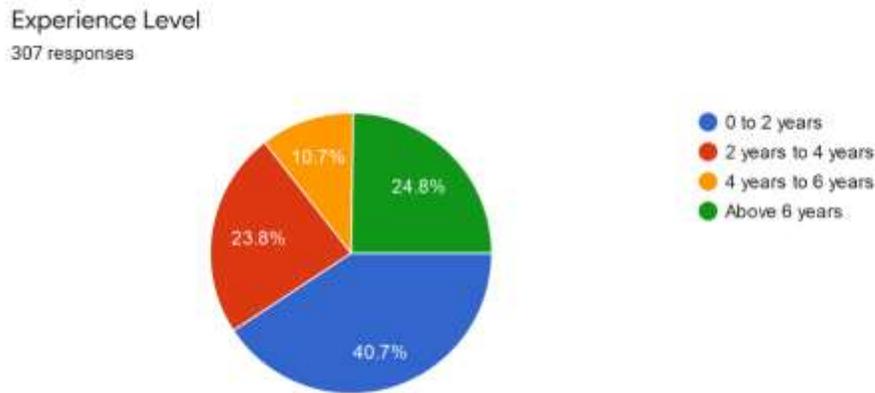
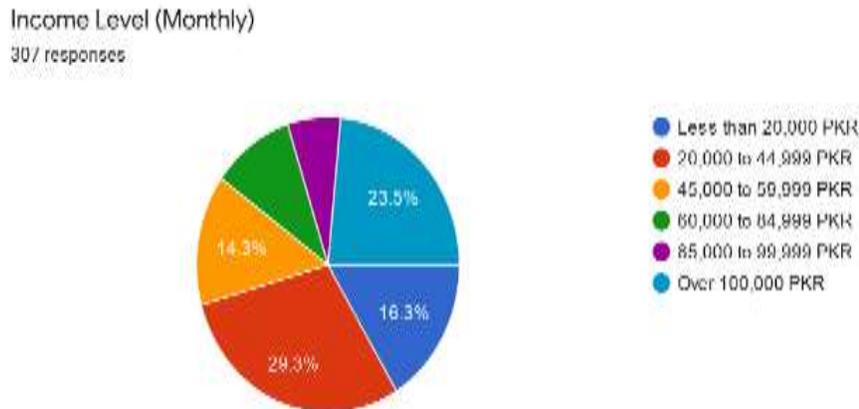


Figure 7
Respondents' Income Level (Monthly)



The chart demonstrated above has been showing that 16.3% of the employees participated in this study have less than 20,000 PKR monthly income. However, around 29.3% respondents have 20,000 to 44,999 PKR of income on monthly basis. It is also shown that around 14.3% of respondents have 45,000 to 59,999 PKR income; while, 10.1% respondents have income of around 60,000 to 84,999 PKR, 6.5% of the respondents have 85,000 to 99,999 PKR income. In addition to that, 23.5% respondents have income of over 100,000 PKR monthly.

5.2. Reliability and Validation of Model

Reliability is “a matter of whether a particular technique, applied repeatedly to the same object, would yield the same result each time” (Babbie, 2001). To inquire the reliability of the measuring scale is really a necessary part of research and the data analyzing internal consistency. Mostly, used indicator Cronbach Alpha. Exploration of data reliability has been done by implementing statistical tests of reliability. The survey for the research is constructed on 18 questions which comprises of dependent, independent variables, and moderator variable and 4 questions over demographics. The SPSS software has been used accordingly to limitations implement the reliability test. The Cranach’s alpha value of each items are below:

Independent Variables: Formal Selection Procedure

Table 1

Reliability Statistics	
Cranach's Alpha	N of Items
.818	4

Reliability Statistics of Formal Selection Procedure shows .818 which is above than .7, shows that the data is reliable enough to continue with the research and has sufficient internal consistency.

Training & Development

Table 2

Reliability Statistics	
Cranach's Alpha .801	N of Items 4

Reliability Statistics of Succession Planning shows .801 which is above than .7, shows that the data is reliable enough (good) to continue with the research and has sufficient internal consistency.

Succession Planning

Table 3

Reliability Statistics	
Cranach's Alpha .814	N of Items 4

Reliability Statistics of Succession Planning shows .814 which is above than .7, shows that the data is reliable enough to continue with the research and has sufficient internal consistency.

Dependent Variable: Employee Turnover Intention

Table 4

Reliability Statistics	
Cranach's Alpha .840	N of Items 3

Reliability Statistics of Employee Turnover Intention shows .840 which is above than .7, shows that the data is reliable enough to continue with the research and has sufficient internal consistency.

Moderator: Employee Motivation

Table 5

Reliability Statistics	
Cranach's Alpha .754	N of Items 3

Reliability Statistics of Employee Motivation shows .754 which is above than .7, shows that the data is reliable enough to continue with the research and has sufficient internal consistency.

Overall Reliability Cranach Alpha of 18 items are:

Table 6

Reliability Statistics		
Cranach's Alpha .893	Cranach's Alpha Based on Standardized Items .895	N of Items 18

5.3. Hypothesis Testing

The objective is to examine two mutual sayings or statements regarding population to analyze and check which statement is valid and approved by the sample information and data. Also, to analyze the relationship among Formal Selection Procedure, Training & Development, and Succession Planning on Employee Turnover Intention. The study comprises of 307 respondents to evaluate the problem i.e. Employee Turnover Intention and its solutions that are Talent Management Practices to further enhance, we have transformed it into three research questions individually i.e. Is there an impact of TM practices over Employee Turnover Intention and Employee Motivation influence over both.

To empirically examine this research question, we have developed the hypothesis which are:

H₁: There is an impact of formal selection procedure on employee turnover intention in e-commerce firms

H₂: There is an impact of training and development on employee turnover intention in e-commerce firms

H₃: There is an impact of succession planning on employee turnover intention in e-commerce firms

H₄: There is influence of employee motivation on TM practices & employee turnover intention in e-commerce firms

Correlation analysis actually has gathered to know the relation among the important variables. Its utmost purpose is to evaluate the connection and strength of relation between Independent, Dependent, and supporting Moderator Variable.

The correlation table 7 shows that Employee Turnover Intention (DV) has a good & significant relationship with all the Formal Selection Procedure, Training and Development, Succession Planning (Independent Variables), and Employee Motivation (Moderator). Entire are significant & positive at 95% confidence interval as significance value is lower than 0.01 for all variables sig value is .000.

Table 7

		Correlations					
		ETI	FSP	TD	SP	TMXEM	
Pearson Correlation	ETI	1.000	.418	.194	.542	.622	
	FSP	.418	1.000	.326	.641	.701	
	TD	.194	.326	1.000	.342	.552	
	SP	.542	.641	.342	1.000	.770	
	TMXEM	.622	.701	.552	.770	1.000	
		ETI	.	.000	.000	.000	.000
Sig. (1-tailed)	FSP	.000	.	.000	.000	.000	
	TD	.000	.000	.	.000	.000	
	SP	.000	.000	.000	.	.000	
	TMXEM	.000	.000	.000	.000	.	
N	ETI	307	307	307	307	307	
	FSP	307	307	307	307	307	
	TD	307	307	307	307	307	
	SP	307	307	307	307	307	
	TMXEM	307	307	307	307	307	

Table 7 presents the outcomes revealed initial positive stance for all the first, two, and third hypothesis (H1, H2, and H3). Formal Selection Procedure was revealed to be associated positively and statistically important with Employee Turnover Intention ($r = .418$, $p < .01$). Also, Formal Selection Procedure connected statistically positive & significant with Employee Motivation ($r = .461$, $p < .01$). Training & Development got out be in good and positive, also, significant with Employee Turnover Intention ($r = .194$, $p < .01$). Also, Training & Development was got out be in good and positive, also, significant with Employee Motivation ($r = .252$, $p < .01$). Succession Planning was found to be related positively and statistically significant with Employee Turnover Intention ($r = .542$, $p < .01$). Also, Succession Planning was found to be related positively and statistically significant with Employee Motivation ($r = .553$, $p < .01$). Finally, Employee motivation related statistically significant and positively with Employee Turnover Intention ($r = .594$, $p < .01$). The outcomes shows that there is a positive and statistically significant relationship between Independent Variables, Moderator, and Dependent Variable. This means that the outcomes of the thesis research confirmed and support all the first two three predicted hypotheses.

The table reveals that entire variables are statistically significant, direct and positive relationship is present; Formal Selection Procedure is ($p=0.000$), Training & Development ($p= 0.001$), Succession Planning ($p = 0.000$), Employee Motivation ($p=0.000$), ($p < 0.01$).

5.4. Control and Dependent Variable

Table 8

Model	Coefficients										
	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B		Correlations			
	B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	
(Constant)	2.830	.258		10.972	.000	2.322	3.337				
1	Age	-.058	.106	-.045	-.546	.586	-.266	.151	.073	-.031	-.030
	Gender	.185	.150	.072	1.234	.218	-.110	.481	.025	.071	.069
	ExL	-.038	.084	-.043	-.448	.655	-.202	.127	.106	-.026	-.025
	IncL	.173	.045	.296	3.892	.000	.086	.261	.227	.219	.217

a. Dependent Variable: ETI

The above table has been illustrating that Age of the respondents of current research, their Gender or Experience Level have no any influence on Employee Turnover Intention level. However, the Income Level of the respondents does have an impact on the Employee Turnover Intention because the sig value found is 0.000.

Multiple Regression Analysis was done to see the association between the ID Variable, Moderator Variable and DV in the thesis; In order to test for the fourth and last hypothesis (H4) a linear and multiple regression analysis was done to validate the moderating impact of Employee Motivation in the association between Talents Management Practices and Employee Turnover.

Table 9

Descriptive Statistics			
	Mean	Std. Deviation	N
ETI	3.4473	1.06797	307
FSP	3.8917	.83006	307
TD	3.4023	.98177	307
SP	3.7484	.83724	307
TMXEM	43.7514	14.99268	307

In table 9, all constructs have more than 3 average number as 3 was the middle number on likert scale 4 to 5 excluding zero.

Table 10

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.550 ^a	.302	.295	.89654	.302	43.737	3	303	.000
2	.654 ^b	.427	.420	.81349	.125	66.023	1	302	.000

a. Predictors: (Constant), SP, TD, FSP
b. Predictors: (Constant), SP, TD, FSP, TMXEM

Entire correlation of the model is 65.4% can be seen is exact justifiable. The model experienced 42% explanatory power that is perfectness of exact fixed as presented by adjusted R square. Furthermore, the difference between R square & adjusted R square is lower than 5%, which shows that there is no sample error. This model displays a lot of the entire variation in the DV (Employee Turnover Intention) may be elaborated by the IDVs (Talent Management Practices) through Employee Motivation. Table 4.10 presents that correlation of the IDVs against the DV through the Moderator 0.654 with R square of 0.427. The adjusted R2 is 0.420 and it shows that 42 % variance in the Employee Turnover Intention can be predicted from TM Practices through Employee Motivation. That means that TM Practices increases the Employee Motivation over Employee Turnover Intention.

Table 11

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	105.465	3	35.155	43.737	.000 ^b
	Residual	243.544	303	.804		
	Total	349.010	306			
2	Regression	149.157	4	37.289	56.348	.000 ^c
	Residual	199.853	302	.662		
	Total	349.010	306			

a. Dependent Variable: ETI
b. Predictors: (Constant), SP, TD, FSP
c. Predictors: (Constant), SP, TD, FSP, TMXEM

Table 11 shows that the ANOVA for the multiple regression with two predictors (Overall TM Practices and Employee Motivation) is statistically significant ($p < .000$). This shows that the TM Practices statistically significantly improves Employee Turnover Intention through improved Employee Motivation = 56.348, $p < .000$. This shows that the TM Practices Increases Employee Motivation over Employee Turnover Intention.

Table 12 presents the outcomes of the function of moderator Employee Motivation in the collaboration between TM Practices & Employee Turnover Intention. The DV was regressed on both the (TM Practices) IDV and Moderator and the outcome was significant ($\beta = .692$, $p < .000$).

The above given table 4.12 elaborates the alternation of IDV causes the Alternation in DV. The variable FSP ($\beta = -.112$, $p > 0.05$) each one unit change in FSP turns Alternation in Employee Turnover Intention with $-.112$. Also, it is positive means that there is a positive relationship between FSP and ETI. Moreover, there is insignificant impact of FSP on ETI. The variable TD ($\beta = -.224$, $p < 0.05$) each one unit alter in Training & Development turns Alternation in Employee Turnover Intention by $-.224$ and has significant impact

over ETI. The variable of SP ($\beta=.173$, $p>0.05$) each one unit change in SP causes alternation in Employee Turnover Intention by .173. Also, it has insignificant impact on ETI. All the variables are significant at 1% except Formal Selection Procedure and Succession Planning, which is significant more than 1%. The outcomes shows that there are total moderator effects of Employee Motivation in the connection between TM Practices & Employee Turnover Intention cause its $p<0.000$. The above table shows that our hypothesis H4 is partially supported.

Table 12

Model	Coefficients										
	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B		Correlations			
	B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	
1	(Constant)	.632	.279		2.266	.024	.083	1.181			
	FSP	.154	.081	.120	1.897	.059	-.006	.314	.418	.108	.091
	TD	-.005	.056	-.005	-.089	.929	-.116	.106	.194	-.005	-.004
	SP	.595	.081	.467	7.339	.000	.436	.755	.542	.388	.352
2	(Constant)	1.840	.294		6.269	.000	1.263	2.418			
	FSP	-.112	.081	-.087	-1.384	.167	-.271	.047	.418	-.079	-.060
	TD	-.224	.058	-.206	-3.884	.000	-.337	-.110	.194	-.218	-.169
	SP	.173	.090	.135	1.915	.056	-.005	.350	.542	.110	.083
	TMXEM	.049	.006	.692	8.125	.000	.037	.061	.622	.424	.354

a. Dependent Variable: ETI

The β value shows the link between dependent and independent variable either positive or negative. The positive B value represents a positive relationship between dependent and independent variables and vice versa.

Based on given above table a regression model can be as under:

$$(ETI) \hat{=} -.112(FSP) + -.224(TD) + .173(SP)$$

In the given above regression model we have:

(ETI) = Employee Turnover Intention as dependent variable

(FSP) = Formal Selection Procedure as Independent Variable

(Training & Development) as Independent Variable

(Succession Planning) as Independent Variable

(EM) Employee Motivation as Moderator Variable

5.5. Hypothesis Assessment Summary

Table 13

S.No	Hypotheses	Results
1	H₁ : There is an impact of formal selection procedure on employee turnover intention in e-commerce firms	Fail to Reject
2	H₂ : There is an impact of training and development on employee turnover intention in e-commerce firms	Reject
3	H₃ : There is an impact of succession planning on employee turnover intention in e-commerce firms	Fail to Reject
4	H₄ : There is an influence of employee motivation on TM practices & employee turnover intention in e-commerce firms	Reject

Rejection criteria sig value<0.05

Based on 95% confidence interval, Training & Development and Employee Motivation Influence on IDV & DV are insignificant constructs whereas Formal Selection Procedure and Succession Planning are significant ones.

6. Conclusion

Main aim of research is to investigate the influence of Talent Management Practices (Formal Selection Procedure, Training & Development, and Succession Planning) on Employee Turnover Intention and to what extent Employee Motivation is increasing or decreasing of employees by right implementations of TM Practices to reduce Employee Turnover Intentions in E-Commerce Sector of Pakistan. Formal Selection Procedure, Training & Development, Succession Planning are IDVs, Employee Turnover Intention is DV, and Employee Motivation is Moderator of this thesis research. After in-depth analysis of this study, the researcher came into the conclusion that in Pakistan E-Commerce Sector is one of the leading sectors because of its rapid growth though the environmental, political, and economical establishment is not well as the country faced lots of challenges in earlier years however, inherently it's impacting the E-Commerce's growth as a result of less opportunities, increasing unemployment, and dissatisfaction, due to that Employee Turnover Intention Increases. More private organizations and companies are coming up with more

opportunities and establishments within this technology development aspect that leads to more prosper or improvement in particularly E-Commerce Sector.

The prior studies have shown that the main aim for TM growth for further future methods hiring, choosing, maintain, and workforce establishment into account of companies objectives to face, also to fulfil fundamental requirements of companies. (Bhatnagar, 2007). The insights of TM practices and intention to leave the job are intensely investigated by the leading E-commerce organizations so that they could move with the pace of specific sector.

That's the core reason behind lots of researches which highlighted and moreover emphasized on the TM practices impact and employee leaving the jobs intentions. We have designed research questions and objectives to get the better insights of problems that employees face. And for the better understanding of research objectives, hypothesis and theoretical framework has created. In addition, we have used the likert scale instrumental method to collect data. The questionnaire was a tool which was used for data collection and was created from the reference of prior researches on the Employee Motivation, TM Practices, and Employee Turnover Intention cause in E-Commerce there was not much research has been conducted in Pakistan. We have collected data choosing a sample size of 307 respondents of E-Commerce Employees from the E-commerce organizations; Daraz, Home Shopping.pk, Yayvo, and Telemart etc. of Karachi, Pakistan.

6.1. Discussion

In order to be successful in long run of, the TM implications helps the workforce to minimize intention of resigning the jobs. (Theron, M., Barkhuizen, E.N., & Du Plessis, Y. , 2014). The e-commerce and HR practitioner gives a great importance to the Employee Turnover Intention because it is an alerting point for the organizations and its progression as well as reputation creation and Market profitability (Price, 2001). This research has been done to explore the important factors to be noticed and identified gap that where practitioners are lacking behind in implementing TM Practices correctly. The research instrument used is survey questionnaires based on 5-point Likert Scale filled by E-Commerce employees. The respondents are all targeted with in Karachi. The independent variables used are Formal Selection Procedure, Training & Development, and Succession Planning, whereas, the dependent variable is Employee Turnover Intention, and supporting moderator is Employee Motivation. The total responses of questionnaire are 307. Then, data collection the test implemented on it for the more evaluation are Reliability (Cranach's alpha). The no of Cranach's alpha is higher than 0.5 that is above 50% so the outcome is acceptable at 0.893 or 89%. After reliability analysis, the correlation test has been done which is used to determine the relationship between IDV, DV, and Moderator. From the correlation analysis it was found that there is a partial positive correlation between Formal Selection Procedure, Training & Development, Succession Planning, Employee Motivation, and Employee Turnover intention. After that to analyze the control measures and dependent variable relationship identified sig value and beta value of them by making the coefficients table, after that descriptive statistics. After, that regression analysis conducted which helped to get to know the relationship between independent, dependent variable, and moderator. Concluded that Formal Selection Procedure and Succession planning positive/significant Impact over Employee Turnover Intention, whereas Training & Development and Employee Motivation has negative/insignificant impact on Employee Turnover Intention. The alternate hypotheses of Training & Development and Employee Motivation are rejected excluding Formal Selection Procedure & Succession Planning which means they have insignificant impact on Employee Turnover Intention. On the other hand, the alternative hypothesis of Formal Selection Procedure and Succession Planning Nature are fail to reject which mean it has significant impact on Employee Turnover Intention.

6.2. Recommendations

The suggestions for the upcoming time likelihood scholars, consist of multiple perspectives; foremost to analyze the many other sectors as this thesis research mainly based on totally on E-Commerce sector so its outcomes are based on it. Upcoming experts may add variety of questions to increase the accuracy for objective measurement similarly the increase in number of respondents might also increase the precision of results more variables can also be tested as well.

6.3. Limitations

We chose specific variables importantly because of time limitation, also, various analysis still are not being touched due to same restraint. Only we conducted, evaluated, and got to know the related factors IDV & DV plus influence over employees of Employee Motivation. Without any sort of doubt the outcomes are positive & stable which seems efficient incase sample size would have been larger conclusively. Set aside these samples individually from Karachi that is not sufficient to showcase the authenticity as totally of the country. An issue understudy intended to find out the role that talent management practices play on the employee turnover intentions and what is the role of employee motivation over both IDV and DV of employees in e-commerce sector of Pakistan. However, the sample size selected for the current research was 307 which is enough to represent the whole population of the study. Moreover, the data is gathered from around four to five e-commerce firms from Karachi only; hence, the results of this research can only be applied to the context of Karachi.

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